

## SUCCESSION PLANNING AS A BUSINESS PROCESS OF TALENT-MANAGEMENT

### Abstract

In this globalized and changing world, companies are looking to be more competitive in order to stay in the market and at the forefront. To generate and maintain a sustainable competitive advantage, companies must not only have adequate organizational elements but also with the human capital best qualified to fulfill its responsibilities. Organizations know they must have the best talent to succeed in the hypercompetitive and increasingly complex global economy. It becomes, then, indispensable to ensure the continuity and permanence of the business over time, by identifying, developing and monitoring its staff with better performance and high potential, so that they are in positions strategic, and thus, value is created through people. For all above, succession plan becomes a strategic process of decision and action for the organization.

Contrary to popular belief, succession planning is not a new phenomenon. Companies have been wrestling with ways to identify, develop, and retain their talent for decades.

Therefore, why is succession planning suddenly popping up on every company's radar screen? Today's organizations are facing higher demands in a global market with the retirement of the Baby Boomers and the widening talent gap. The homegrown and paper-based succession planning that companies relied on in the past is no longer meeting the needs of today's workforce. Companies need to upgrade and redefine their succession planning initiatives to ensure that their process will benefit both the individual and the overall strategy of the company.

Talent management could be also defined as a useful term when it describes an organization's commitment to hire, manage, develop, and retain talented employees. It comprises all of the work processes and systems that are related to retaining and developing a superior workforce.

**Keywords:** succession planning, strategy, business-process, talent management

In the commitment to ensure the continuity and permanence of the company, the area of human resources management (HRM) plays a fundamental role because through this, the company can guarantee that it will have the highly talented personnel to face the challenges that the dynamic and changing market demand, not only in current times, but also in the coming years.

Thus, the HRM trends with the greatest impact on organizations are the continuous design of talent management strategies which comprises all of the work processes and systems that are related to retaining and developing the most qualified staff. That is, those people who not only show to be technically qualified, but also have the ability to understand the business and the impact of their actions within the organization.

In this task of integrating a group of talented people, HRM through the design of succession plans strategies, as a talent management process, identifies within the organization of these highly talented people who can take the coup of the great leaders who withdraw from The organization after many years of service and are willing to convey an impressive wealth of knowledge and best practices through which they have led to the success of their particular area and the organization as a whole.

The specialists in the design of succession plans suggest that HRM in conjunction with the highest management identify and analyze the needs of the organization in the short, medium and long term considering at all times both their vision and establishment of objectives and what the Market trends and the requirements of its customers and competitors will demand for their organization in the coming years.

In this sense, planning the succession of key positions within the organization goes hand in hand with the dynamics, growth and development of the company in the present and future.

Succession Plans are key elements for decision making on business development, reorientation of the structure of organizational plans and investment of material and financial resources.

These are used by organizations that align their processes to the requirements necessary to achieve the objectives drawn from their strategic planning. Generally they are mature companies and highly committed to orderly development and continuous improvement. They can observe the application of their competency models in each of the processes of talent management, that is, throughout their professional life within the organization.

In addition to this broad vision for the development of succession plans, companies must be clear that the plans of succession are based mainly on the map of developed or potential competencies of the individual and compare them with the maps corresponding to the different vacancies that may exist in some unit, the one that more closely converts immediately into the future successor, regardless of If the candidate has three months or three years in the company. The above emphasizes that it is necessary to differentiate succession plans from career plans because the latter are only focused on developing employees in a time line directly related to seniority. Unlike the succession plan whose main focus is to develop those highly talented people whose abilities surpass those of the rest of their colleagues regardless of the time they have been collaborating within the organization.

According to Cubeiro, the company must have a competency model previously designed by specialists in the area of talent development. Competency models, used as a basis for the structuring of succession plans, enable the organization to determine the current critical behaviors necessary for success in key positions as well as strategic ones for future success.

Based on the above, it is through the assessment of competencies (model defined by the organization) that companies can detect talents and / or people with high potential. Collecting evidence on behavioral demonstration and gap analysis will make it possible to identify potential successors of key positions. Some of the most effective tools to identify the competence level of the talented people evaluated according to the experience of the experts could be: Behavioral event interviews (allows predicting future performance based on the analysis of its past performance), Valuation or assessment centers (Case studies or simulations to identify behaviors and evidence of competencies) and Multi-source assessment (for highly structured and structured measurements of a variety of sources through questionnaire to assess behaviors, skills and abilities).

According to the Deloitte Center for Corporate, a succession plan process requires: a) To define roles and responsibilities in the process b) Period of implementation of the succession plan c) Clearly defines the required skills of the future leader for the company to (F) Strengthen the areas of opportunity that are imply a disadvantage for the company in the future (G) Elaboration of compensation plans and special benefits. (E) Carry out an objective analysis of the strengths and opportunities of each possible successor. For retirees h) Prepare the exit of the retired and the integration of the successor to the company i) Carry out an evaluation of the company j) Formalize the necessary legal documents and k)To develop a contingency plan A plan B.

In order to "grow their own leaders", companies need to understand that organizational charts are not enough, so they must make use of effective solution tools that include functions such as 9-box models which provides a simple visual reference that can include appraisal and assessment data to allow managers to easily view employees' actual and potential performance. Individual developmental plans for both high- and low-performing employees can then be designed with collaboration from the employees' managers and the HRM.

Finally, it is very important that succession plans be integrated with other talent management processes, including performance management, training and development, compensation and evaluation.

In conclusion, the succession plan of the organizations constitutes one of the main process of talent management to guarantee the preservation of the experience of the great leaders of the company who are about to close their cycle in the company and the new business necessities through the identification, evaluation, development and managing the best talent to succeed key positions. Succession planning is a strong process that must take care of the whole process to integrate the talent that is being prepared for the new position as well as to close professionally and ethically the professional career of those who are about to leave the key positions to be managed by the talent bank

in process and the people who are leaving the company. A major challenge for HRM managers is to create and promote a planning culture and create a strong succession bank in their organization. Take part of the business strategies and promotes a culture of development and continuous improvement to face the challenges of these times in what the only sure thing is "the change".

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### **THE ROLE OF THE INDIVIDUAL PLANS IN THE LEARNING AND INDIVIDUAL RESILIENCE**

#### **Abstract**

The paper deals with a very interesting and important problem that lies in understanding how individual plan involved as a particular approach to planning skill development activities for students, requires resilience - a willingness to accept a new opportunity with confidence and enthusiasm. The aim of the research was to compare and to analyze results of using student's individual plans. Sixty of the first-second-year students take part in the research. The problem of studying individual plan demands special care in using methods and methodological concept. The research concerned to the comparative study of different form of self-monitoring process. The article analysis self-monitoring strategies, which are individualized plans, used to increase independent functioning in academic self-help, behavioral and social areas. The methods proposed in these articles are interviews, observations, document review, and questionnaire survey. The article presents an overview of the process of recording achievements. It has shown that there is significant relation between an individual performance at student studying and his ability to change. The article reviews the resilience-acquired skill, which is continuing ability to use internal and external recourses successfully to resolve new issues. It has discovered that activity, enthusiasm during the implement of individual plans is very important, and result depend on it essentially. In conclusion, this just shows that individual resilience is necessary for there to be community resilience. These two aspects are connected and both have a strong influence on each other. For there to be a strong resilience system in a community, individual resilience is essential. If a person has a strong sense of resilience, they will be able to make strong commitment to their community and actively contribute.

**Keywords:** Individual plan, individual resilience, self-monitoring.

**Introduction.** Our life is full of stressful situations. Unsolved problems that demands immediately solutions. Work, studying, family and the lack of time always needs human making a choice. That is why it is necessary to analyze efficiency some actions and time for it. Resilience and personal growth depends on competent, systematic way of solving life's stressful situations.

**Background.** Ural Federal University is one of the best higher educational institutions in Russia. Training is provided for 64 bachelors, 26 master courses, 126 specialties postgraduate and 42 doctoral degree programs. Choice is big, but in all directions of training pupil has to strive. Every semester educational program includes about 10 subjects.